

REQUEST FOR PROPOSALS
FOR THE
DEVELOPMENT OF
TROLLEY SQUARE
CAMBRIDGE

CAMBRIDGE AFFORDABLE HOUSING TRUST

September 3, 2003

REQUEST FOR PROPOSALS
FOR THE
DEVELOPMENT OF
TROLLEY SQUARE

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I. INTRODUCTION

Project Overview

The Cambridge Affordable Housing Trust (hereinafter the "Trust") invites proposals for a mixed-use residential development in the City of Cambridge, Massachusetts. The property being offered through this Request for Proposals ("RFP") consists of Parcels C-232D-B and C-232D-C, commonly known as the Trolley Square site at the corner of Massachusetts Avenue and Cameron Avenue, Cambridge, MA.

The creation of affordable housing is a top priority of the City. The City, through its Community Development Department (hereinafter "the City") has established the Project Guidelines for this Trolley Square site. These guidelines incorporate the goals of neighborhood residents, the Trolley Square Study Committee, the Trust, and the City to meet the need for affordable mixed-income housing, neighborhood open space, community non-profit or retail space, and to ensure that the development of the Trolley Square site will have a positive impact on the neighborhood.

In December 2001, the City Manager appointed a Trolley Square Committee composed of neighborhood and business representatives to develop a set of advisory recommendations for future development of the Trolley Square site (please see the City Manager's letter to Trolley Square Committee members in Appendix 3). The Committee met throughout 2002 and submitted its Trolley Square Study Recommendations to the City Manager in December 2002. The Trolley Square Study Recommendations are included in Appendix 4 to provide guidance as to the types of uses and quality of design envisioned for the site. The City has determined that the Trolley Square site provides a unique opportunity to combine these uses in a vibrant mixed-use, mixed-income development.

The Trust is requesting proposals from qualified developers for the development, management, and operation of 35-40 units of mixed-income rental and homeownership housing which includes the development of 1,500-3,000 square feet of community or retail space, and 3,000-5,600 square feet of publicly accessible open space.

The Trust will select one developer for the site from the applicants who submit complete development proposals in response to this RFP. Applicants should meet the Trust's criteria for development and design as described in the Project Guidelines, and demonstrate sufficient financial capacity and experience in the development, management and operation of similar developments. The Trust will rank proposals according to the criteria listed in this RFP.

There will be a mandatory Bidder's Conference on September 18, 2003 at 10:30 a.m. at City Hall. Proposals are due November 6, 2003 at 11:00 a.m. at the Purchasing Department, City of Cambridge, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, MA 02139.

The Trust will review the proposals and designate a developer shortly thereafter. The Trust will convey the site to the designated developer at the time of the initial construction closing.

II. SITE INFORMATION

Background

The City of Cambridge acquired the Trolley Square site from the MBTA in January 2001, completing a land exchange between the City and the MBTA under which the MBTA acquired land from the City necessary to construct the Alewife MBTA Station. The parcels were part of the adjacent MBTA trolley maintenance and repair facility. This maintenance facility will continue to operate on the abutting land; however, the Trolley Square parcels acquired by the City in 2001 have not been actively used as part of this maintenance facility for some time. A site plan is included in Appendix 1.

Site Description

The Trolley Square site is located on the corner of Massachusetts Avenue and Cameron Avenue in North Cambridge, and consists of two contiguous parcels totaling 37,645 square feet. The irregularly shaped site abuts Linear Park to the north, the MBTA trolley yard to the east, Massachusetts Avenue, and Cameron Avenue. Street frontage includes approximately 330 feet along Massachusetts Avenue and approximately 75 feet along Cameron Avenue. There is a curb cut from which the site can be accessed from Massachusetts Avenue.

The site is completely paved with a portion of it currently used as a parking lot for the MBTA facility. The majority of the lot is fenced and is not currently used. The MBTA has reserved a 15-foot utility easement along the rear edge of the site abutting Linear Park. Linear Park provides a pedestrian and bicycle connection between Trolley Square and Davis Square in Somerville.

Zoning

The Trolley Square site is located in the Business A-2 (BA-2) zoning district as well as the Massachusetts Avenue Overlay District. The Trolley Square site is 37,645 square feet. With a Floor Area Ratio for residential development of 1.75 in the BA-2 district, up to 65,878 square feet of gross residential floor area is allowed. The BA-2 district requires 600 square feet of lot area per dwelling unit, which permits up to 62 dwelling units. With the density bonus provided by the Inclusionary Zoning Ordinance, up to 80 units would be allowed on the site.

The City has established a density limitation of no more than forty (40) residential units on this site.

The BA-2 height limit is 45 feet, with a bulk control plane of 45 degrees starting at 35 feet. Setback requirements in this district are 5 feet for front yards, 10 feet for side yards, and 20 feet for rear yards. There is no minimum open space requirement in this BA-2 district.

At least one parking space is required for each dwelling unit proposed.

The applicant/developer is solely responsible for obtaining the appropriate permits and public approvals for this project including without limitation approvals required by the Cambridge Zoning Ordinance and the Massachusetts Avenue Overlay District.

Environmental Considerations

The City contracted with an environmental engineering firm in 2001 to conduct a preliminary site assessment of the Trolley Square parcels. The assessment showed no barriers to the redevelopment of the site. Building debris and coal ash cinders were observed. Additional testing was recommended to determine an appropriate soil management and disposal plan to accommodate foundations and utility placement for new buildings.

Complete copies of the Preliminary Site Assessment are available upon request. Neither the Trust, the City, nor the engineering firm that produced the Preliminary Site Assessment shall be held liable for the accuracy of the information contained therein. Copies of the Assessment are provided for information only.

The applicant/developer shall be solely responsible for determining the need for and scope of additional environmental testing as well as the cost for of both the additional testing and for the removal and disposal of any identified hazardous materials necessary to complete this project. Proposals shall clearly outline the scope and cost of any additional testing and any estimates of required remediation.

Deed Restriction

The site will be conveyed to the selected developer with a permanent deed restriction to ensure that the use of the site provides a permanent public benefit. The deed restriction will describe the requirements of the mixed-income affordable housing and the area to be conveyed to the City for the creation of a public open space area as described in the Project Guidelines. Upon the conveyance of the site to the selected developer, the Trust may require other binding legal instruments and resale restrictions to ensure the affordability and use restrictions on the site.

III. DEVELOPMENT GUIDELINES

The City has worked with the Trolley Square Study Committee and area residents to establish guidelines for the development of this site. These guidelines address both the development program and the design of the site.

The selected developer will be responsible for site master planning, building design and construction, and conveying to the City the portion of the site designated for public open space. The selected developer shall also be responsible for the operation and management of the housing built as well as the cost to build-out of the shell of the community non-profit or retail space for the identified user of the space.

The City will be responsible for the design and construction of the open space area included in the selected proposal. The City will conduct a separate design process for this component of the site once the open space area has been determined by the selected developer in the approved development plan.

The selected developer will work with the City and the City's design consultant to complete both the site and building design. The selected developer will be required to propose a community review process that shall include at least two public meetings in addition to public reviews required by the Massachusetts Avenue Overlay District to review the selected development plans.

As described in Section V Selection Criteria, proposals will be evaluated to determine the extent to which the proposal satisfies the following guidelines:

A. Project Guidelines

1. Site Design: The proposed use of this site shall include between 35 and 40 units of mixed-income affordable rental and ownership housing, 1,500-3,000 square feet of community or retail space on the ground floor of the building, and 3,000-5,600 square feet of the site to be developed separately as publicly accessible open space.
2. Mixed-Income Affordable Housing: Proposals should include a mix of rental and homeownership units that serve a range of incomes for low, moderate, and middle-income Cambridge residents as defined in the current Area Median Income (AMI) guidelines provided in Appendix 5. Residents should pay no more than 30% of their income for housing. The development should be predominantly rental housing with a homeownership component.

Developers are encouraged to propose a mix of units in type, tenure, and affordability that will be feasible to finance, develop, and operate. The preferred development will be a financially feasible project that achieves a mix of income levels and unit types based on the following guidelines:

Income Mix

- Approximately 80% of the units would be rental units affordable to households with low and moderate-incomes (below 80% AMI)
- Approximately 20% of the units would be affordable homeownership units for first-time homebuyers:
 - Approximately 60% of the homeownership units would be affordable to households with moderate incomes (below 80% AMI)
 - Approximately 40% of the homeownership units would be affordable to middle-income households (80-100% AMI).

Unit Type

- The housing proposed shall include a mix of unit sizes but shall maximize the number of family-sized units (two-bedrooms or larger) to address the overwhelming need for affordable family-sized units in the City.
- Applicants are encouraged to examine innovative ways to create the mixed-income rental and homeownership housing envisioned for this site such as creating separate rental and homeownership developments or exploring the feasibility of a mixed-tenure building.

Condominium Association

- Prior to project completion, the selected developer shall establish a condominium association for the homeownership component of the development in a form acceptable to the Trust. The developer shall identify common areas under the control of the condominium association along with the responsibilities of both the condominium association and individual unit owners.

4. Community Non-Profit or Retail Space: Proposals shall include between 1,500 and 3,000 square feet of community non-profit space or retail space on the ground floor of a proposed building. The preferred use of this space is for a community arts-related purpose. The developer shall determine the appropriate amount of community/retail space to be included in the project (between 1,500 and 3,000 square feet) and identify the user of the space. The developer shall describe the programming and use of this space along with the costs and funding to build-out and operate the space. The Trolley Square Study Committee Recommendations included in Appendix 4 describe possible uses of this space.

The operation and management of the space shall be separate from the housing. Although the cost of creating the shell of the space may be included as a project cost, the cost of building the shell of this space out to suit the identified user shall

not be considered a project cost. The cost of operating the space likewise shall be considered a separate cost, and shall be separate from the operating costs for the proposed housing. Operating income from the use of the space should be sufficient to pay for the operating costs of the space unless the developer or identified user can identify an alternate means of funding the operations of this space.

To examine the feasibility of using this space as community space, a list of possible community groups is provided in Appendix 6 for the applicant's use in determining both the programming possibilities and operating funding available for this community space. This resource list is not an exclusive list of potential tenants for this space; developers are encouraged to seek out other community groups in defining the use and funding for this space.

Applicants shall include a letter of interest from a potential user of this space which describes both the intended use along with sources of funding for both the tenant fit-out and operation of the space.

5. Open Space: The developer shall provide for between 3,000 and 5,600 contiguous square feet of public open space area on the site. The site is adjacent to Linear Park and affords an opportunity to expand upon the open space at Linear Park. The location of the open space should be programmed on the site in a way that will allow it to relate to Linear Park.

The designated open space area will be conveyed to the developer as part of the Trolley Square site. The developer shall only be responsible for including the required open space area in the master plan for the Trolley Square site. The selected developer shall convey the designated open space area to the City or enter into a long-term lease of the space to the City.

The City will conduct a separate community process to design the open space and will be responsible for its construction. The Trolley Square Study Committee Recommendations included in Appendix 4 describe possible uses of this open space and can provide guidance in determining the location of the open space on the site.

6. Parking: Proposals shall include at least one parking space for each residential unit proposed on the site along with any parking required to meet the requirements of the City of Cambridge Zoning Ordinance. Developers are encouraged to examine the cost and feasibility of including some partially below-grade parking on the site both as the site plan is prepared and during the design development process undertaken by the selected developer. The cost for structured parking should be balanced with the need for public subsidy funds to complete the project.

Additional measures that may reduce the need for cars on the site (i.e. Zipcar, bike racks, etc.) are also encouraged.

7. Community Review Process: Developers are required to propose a community review process. In this process, the developer shall hold at least two public meeting in addition to the public review requirements of the Massachusetts Avenue Overlay District to review the development proposal with area residents.

In addition to this public review, the developer shall be solely responsible for satisfying all other zoning and regulatory requirements as may be necessary to permit and complete the project.

8. Development Team: Developers shall identify all known members of the development team (i.e. architect, engineer(s), general contractor, property manager, attorney, consultants). Each team member should have a track record that demonstrates timely and successful completion of past projects and the capacity to complete the proposed project on a tight urban site. The development team shall demonstrate evidence of experience in completing all aspects of an affordable housing, mixed-use project, and in working successfully with community members and City staff in designing developments in an urban setting.
9. Financial Requirements: Developers must submit a complete development pro forma, which includes project hard and soft cost estimates and indicates sources and uses of funds including a construction cost line item detail. The development pro forma and construction cost detail shall be submitted on the form included in Section VII.

The developer shall also submit the following operating pro formas for each component of the development:

- A rental housing operating pro forma which shall demonstrate sufficient funds for proper maintenance, repair, and replacement for individual units, the common areas of the building and the site.
- A condominium operating budget, which shall specify the fees charged to each unit and the uses of condominium operating funds for maintenance of common elements, operating costs, and sufficient reserve funds.
- An operating pro forma for the community or retail space that identifies the sources of the operating funding and demonstrates that this space will support its share of the overall building maintenance costs.

In its financial review of the proposal, the Trust shall determine: 1) the reasonableness of the projected development costs in relation to the proposed design; 2) the developer's history of financing similar development projects; and 3) the likelihood that projected sources of financing for the project will be committed in a timely manner.

The Trust expects that its resources, including the value of the land being provided at no cost, and those of the City will be leveraged to the maximum degree possible. Developers are expected to utilize other funding and subsidy sources to enhance

both City/Trust leveraging ratios and affordability to the maximum extent possible. The Trust will evaluate the extent to which the proposal can attract resources and funding other than those provided by the Trust and the City.

10. Marketing & Resident Selection: Proposals must include a marketing and resident selection plan for both rental and homeownership units that includes the following:
- Marketing and outreach plan
 - Resident selection process
 - Projected unit rents or sales prices
 - Identification of any operating subsidies
 - Anticipated absorption rate after initial occupancy
 - Marketing expenses and carrying cost assumptions on vacant units
 - Affirmative action marketing plan to ensure access to all minorities and persons who are physically challenged

The marketing plan shall include the experience of the developer in conducting outreach and identifying a pool of qualified residents.

To the extent allowable by any applicable program, law, and regulation, resident selection procedures shall balance the needs of Cambridge residents and others for affordable housing; and the need for racial and ethnic diversity. Within this context, the resident selection plan should establish a priority for Cambridge residents, for households with children, and for households facing an emergency housing need (i.e. paying more than 50% of income for rent, facing no-fault eviction, living in overcrowded housing, homeless, etc.). All residents must meet the development guidelines for income eligibility. The current income guidelines are included in Appendix 5.

The Trust reserves the right for the City to conduct the selection process for homeownership units in accordance with the City's homebuyer program.

11. Property Management: Proposals shall include plans for the management of both the rental and homeownership housing, and shall describe the relationship among the management entities if the rental and homeownership housing are to be managed separately. The management plan should also describe the management of the community or retail space and identify how this portion of the building management will be funded.

If the developer is proposing a professional property management agent, proposals should include the resumes of principal members of the management company and others who will have significant responsibilities for managing the project. Developers should provide a list of similar properties currently managed by the management agent, including the address, the number of

units, and annual unit operating costs, and indicate any management company's experience with similar affordable housing developments.

12. Development Schedule: Proposals shall include a project schedule that indicates when project milestones will be met with respect to the design, financing, community review, and construction of the proposed project.
13. Compliance with All Applicable Codes: The project shall be constructed in compliance with all applicable local, and State building codes.

B. Design Guidelines

Developers are encouraged to consider both site and building design that (1) is compatible with, and complements, the existing neighborhood; (2) can result in lower construction and maintenance (including energy) costs; (3) uses interior and exterior space to enhance the quality of life of the residents and the neighborhood; and, (4) responds to the desire for high-quality site and building design quality as expressed in the Trolley Square Committee Recommendations included in Appendix 4. Developers are encouraged to consider the following guidelines when developing design concepts and drawings.

1. Site Planning and Urban Design Guidelines:
 - The designated open space area should relate to Linear Park and Massachusetts Avenue, and should be welcoming to the public.
 - The designated open space area and the community/retail space should be located on the site so that these uses can activate the open space.
 - Site design should ensure adequate screening from adjacent MBTA trolley maintenance facility to minimize the impact of this facility on the project.
 - The proposed design should integrate the new building(s) into the neighborhood and use creative massing to allow higher densities to preserve sufficient space for the open space component of the site.
 - Building Height: In order to maximize sunlight on public open space, the building should be lower when bordering the Linear Park.
 - Scale: Projects should relate to human dimensions and provide a sense of intimacy in all aspects of design, particularly the ground plane. Buildings should have a base, middle and top. The use of balconies can help convey a human presence and scale.

- **Materials:** Proposed building and landscape materials should blend well with Cambridge traditional neighborhoods and Massachusetts Avenue structures.
- **Penthouse:** Mechanical and elevator penthouses should be architecturally integrated with the overall building form.
- **Exterior Colors:** The design should incorporate a subtle use of warm and inviting colors.
- **Overall Imagery:** The new building's imagery should derive from its surroundings on Massachusetts Avenue, the neighborhood, and the Linear Park with the addition of proposed open space.

2. **Building Design Guidelines:**

- Two and three-bedroom units should be designed for families. All units should provide adequate storage space.
- Kitchen appliances, including, at a minimum, stoves and refrigerators, shall be supplied by the developer.
- Laundry facilities should be included on-site.
- The Trust will value proposals that include features of energy-efficient and sustainable design that will reduce building utility and operating costs without unreasonable adding to the cost of construction.

3. **Accessibility:** The proposed design must conform to local, state, and federal requirements relating to accessibility for individuals with disabilities.
4. **Service Areas:** Service areas should be inconspicuous, safe, and enclosed where possible. Use of service areas must not interfere with pedestrian circulation on the site. Proposals must consider an efficient and unobtrusive loading and unloading area and garbage removal area.
5. **Landscaping:** Notwithstanding the designated open space area that will be conveyed to the City for design and construction, the premises and exterior circulation areas shall be landscaped and lighted in a manner that is at least comparable to City park and open space standards. Proposals should consider existing and projected traffic patterns, how the open space area may be accessed, and loading and unloading areas.
6. **Zoning:** All construction is subject to the zoning regulations of the City of Cambridge including the requirements of the Massachusetts Avenue Overlay

District. The Trust expects that proposed design shall conform to the applicable zoning requirements.

C. Quality of Construction

The Trust expects that all construction shall be of high quality in terms of materials and workmanship. The type and brand of materials proposed to be used by the developer will be reviewed by the Trust to ensure a quality product is produced. There shall be a preference for construction quality that results in lower maintenance and energy costs without unreasonably increasing the construction costs of the building.

The proposal should anticipate that a majority of the units will be occupied by households with children, and therefore, materials used should be durable.

IV. REVIEW, SELECTION AND DISPOSITION PROCESS

Upon receipt of proposals, a Project Review Committee, made up of Trust members and the City's Community Development Department staff, will review all proposals and make recommendations to the Trust.

The review, selection, and disposition process will include the following steps:

1. REQUEST FOR PROPOSALS ISSUED: This RFP has been issued by the Trust on September 3, 2003. There will be Bidder's Conference on September 18, 2003 at 10:30 a.m. at City Hall. All applicants are required to attend the Bidder's Conference. The deadline for responses is November 6, 2003 at 11:00 a.m. at the Purchasing Department.
2. QUALIFIED DEVELOPERS SELECTED: The Project Review Committee will review all proposals and select for further review those that best satisfy the Selection Criteria outlined in Section V, Selection Criteria.
3. DEVELOPER SELECTED: The Project Review Committee will evaluate and rank proposals according to the Level 2 Selection Criteria. The Project Review Committee or the Trust may request a presentation of the proposals by each qualified developer. Taking into consideration the recommendation of the Project Review Committee as well as its own review, the Trust will designate a developer for the site.
4. COMMUNITY REVIEW: The selected developer shall follow the proposed Community Review Process as approved by the Trust.
5. ONGOING TRUST REVIEW: The Trust shall monitor the progress of the developer in preparing the project for construction to ensure that it is both timely and consistent with the proposal submitted to the Trust.
6. FINAL PROJECT REVIEW: The Trust shall grant final approval to the developer upon the securing of all necessary financing and subsidy funding commitments and final design approval.
7. DISPOSITION OF THE SITE: After the Trust has issued its Final Project Review, the Trust shall convey the site to the developer at the time of the initial construction closing with the deed restrictions as described in this RFP.
8. CONVEYANCE OR LEASE OF OPEN SPACE TO CITY: When the Developer has obtained final Certificates of Occupancy for the residential and community/retail space developed on the site, the Developer shall convey or lease to the City the open space area as approved by the Trust in the developer's proposal.

V. SELECTION CRITERIA

Level 1 Selection Criteria

Proposals that do not meet the following Level 1 Selection Criteria may not be considered by the Trust:

1. One (1) original and five (5) complete copies of the application with all required attachments must be submitted. Each application copy includes all materials listed in Section VI and all forms included in Section VII.
2. The number of housing units proposed complies with the density limits established by the Trust of no more than (40) units and no fewer than thirty-five (35) units.
 - A. Homeownership units proposed are affordable to moderate and middle-income households.
 - B. Rental units proposed are affordable to low and moderate-income households.
3. The amount of space included for a community space or retail use is between 1,500 and 3,000 square feet.
4. The area of the site that will be conveyed to the City for the development of public open space is at least 3,000 contiguous square feet and no more than 5,600 square feet.
5. The proposal includes a Community Review Process in conformance with Section III A. 7.
6. The proposal includes a Marketing and Resident Selection Plan in conformance with Section III A. 10.
7. The proposal includes a Property Management Plan in conformance with Section III A. 11.

Level 2 Selection Criteria

Proposals will be evaluated to determine the extent to which they satisfy the criteria described in the Project Guidelines listed in Section III, Development Guidelines, and on the basis of the experience of the development team in completing mixed-use affordable housing developments in an urban setting. At the completion of the evaluation, the ratings for each proposal will be totaled and ranked using the point system listed in the chart in this section. The proposal receiving the highest composite rating will be the proposal recommended for development designation.

The Trust reserves the right to reject any or all proposals if it deems that doing so is in its best interest, even though such proposals may exceed minimum selection criteria.

The evaluation for the Level 2 Selection Criteria will be based on the following:

LEVEL 2 SELECTION CRITERIA

POINT SYSTEM

| Criteria | Points |
|---|---------------|
| 1. Development Team Experience / Financial Capacity | 30 |
| 2. Cost Reasonableness / Affordability / Cost Effectiveness | 25 |
| 3. Site and Building Design | 20 |
| 4. Quality of Construction | 10 |
| 5. Marketing and Resident Selection, Property Management | 10 |
| 6. Community Review Process | 5 |
| TOTAL | 100 |

1. Development Team Experience / Financial Capacity: Development Team must demonstrate the capacity to complete the proposed project. The following criteria will be used:
 - Prior development experience and the overall capacity of the development team: The development team must have a track record that demonstrates timely and successful completion of other mixed-income, affordable housing developments. In particular, the developer shall demonstrate evidence of experience in completing all aspects of a mixed-use, affordable housing development, new construction project in a complex urban setting. Development teams should use specific examples from similar projects in their portfolios that reflect similar opportunities and challenges as the Trolley Square site. (See Design Submission below for additional detail.)

- Financial strength of the developer: Developer must demonstrate the ability to secure the necessary financing for the project. Developers should provide evidence of experience or familiarity with financing sources likely to be used in this project. In addition to submitting financial projections for the project as specified in the RFP, the developer must also submit recent, complete audited financial statements which demonstrates the financial stability of the developer.
- 2. Cost: Developers must submit complete development and operating budgets that include sources and uses of funds for the development. In its financial review of the proposals, the Trust shall determine the reasonableness of the projected development costs in relation to the proposed design.

The Trust expects that its resources, including the value of the property, along with those of the City, will be leveraged to the maximum extent possible. Financial assistance may be made available to the selected developer. The Trust's goal is to minimize the amount of financial assistance required from City sources.

- 3. Site and Building Design: The Trust will review the proposed site plan, design narrative, and analysis of critical issues and possible solutions for their effectiveness in meeting the Project and Design Guidelines outlined in Section III, Development Guidelines.
- 4. Quality of Construction: The Trust will review information supplied by the developers to ensure that the materials and construction methods proposed are of high quality and will result in low maintenance and energy cost. Quality and durability of construction on the developer's previous projects will also be reviewed.
- 5. Marketing and Resident Selection, Property Management: The Trust will review the marketing and resident selection plan submitted to ensure that it meets or exceeds the requirements in Section III A. 10. The developer shall demonstrate prior experience in successfully marketing and selecting residents for similar housing developments.

The Trust will review the property management plan submitted to ensure that it meets or exceeds the requirements in Section III A. 11. The developer shall provide names and resumes of property managers currently on staff and/or the qualifications of the management company that will manage the completed development.

- 6. Community Review Process: The Trust will review the community review process proposed by the developer to ensure that it meets the requirements in Section III A. 7. The successful applicant shall demonstrate a track record in working successfully with community members, City staff, and public agencies as active participants throughout the development process.

VI. SUBMISSION REQUIREMENTS

Sealed proposals must be submitted no later than November 7, 2003 to:

Cynthia Griffin, Purchasing Agent
City of Cambridge
Cambridge City Hall, Room 303
795 Massachusetts Avenue
Cambridge, MA 02139

Application

One (1) original and five (5) complete copies applications with all forms and attachments, with reduced drawings (11"x17"). Proposals must include the following:

1. Letter of Interest
2. Project Summary: please complete form included in Appendix 7.
3. Design Submission:

Site Plan: Developers shall include 11"x17" drawing(s) in the original and each copy of the application along with two full-size drawings (24"x36" which can be enlargements of the 11x17" drawings) of a Site Plan which shows proposed structure(s), open space areas, and other proposed site improvements including parking fences, walkways, driveways, etc at 1" = 20'. Landscaping should be indicated on the plan.

Design Narrative: Developers shall describe the design concept shown on the Site Plan in terms of the scale of proposed building(s), interior and exterior building materials and finishes, building systems, landscaping, and how the design of both the site and proposed building(s) will fit into the context of the surrounding neighborhood and Linear Park and address the design guidelines included in this RFP.

Rather than requesting schematic design work from development teams at this stage, the Trust is requesting that teams select projects from both the developer and architect's portfolios that most relate to this site in terms of appropriate height, density, building articulation, income and tenure mix, etc. Applicants should discuss the critical issues that they have identified at the Trolley Square site and, through projects in their portfolio, discuss how these critical issues and solutions may be addressed at Trolley Square with examples from projects with similar challenges.

4. Development Team Information: please complete form included in Appendix 7 and describe the organizational experience of each member of the development team. Please include résumés for each member of the development team.

Please refer to the section above, Design Submission, for additional information about how development teams are expected to demonstrate their analysis and understanding of the critical issues in designing and developing the Trolley Square site.

5. Developer Financial Statements: please include the developer's most recent audited financial statements.
6. Development and Operating Pro Formas with construction cost detail: please complete forms included in Appendix 7.
7. Community Review Process: please describe community review process.
8. Marketing and Resident Selection Plan: please describe marketing and resident selection plan.
9. Property Management Plan: please describe property management plan.
10. Development Schedule: please complete form included in Appendix 7.
11. Use Restriction Statement: please complete form included in Appendix 7.
12. Letter of Interest from User of Retail or Community Non-Profit Space

Bidder's Conference

A mandatory bidder's conference is scheduled for September 18, 2003 at 10:30 a.m. at City Hall, 795 Massachusetts Avenue, to help answer any questions developers may have about the RFP guidelines or submission requirements.

For More Information

If you have any questions regarding the Request for Proposals, please submit them in writing to the address listed below by October 24, 2003. Only written representations are valid. Answers to all questions will be sent to all bidders of record.

Cynthia Griffin, Purchasing Agent
City of Cambridge
Cambridge City Hall, Room 303
795 Massachusetts Avenue
Cambridge, MA 02139
Fax: (617) 349-4008

VII. APPENDICES

1. Site Plan of the Property
2. Legal Description of the Property
3. City Manager's Letter of February 1, 2002 to Trolley Square Study Committee
4. Trolley Square Study Committee Recommendations
5. Current Income Guidelines
6. List of Community Groups
7. Application Forms

APPENDIX 1

SITE PLAN

APPENDIX 2

LEGAL DESCRIPTION OF THE PROPERTY

Two parcels of abutting land in Cambridge, Middlesex County, Commonwealth of Massachusetts, both as shown on the plan entitled "Land Disposition Plan, City of Cambridge, Massachusetts (Middlesex County)", Plan No. 54390, Sheet 1 of 1, as prepared by Sverdrup & Parcel and Associates, Inc., dated April 2, 1982, recorded with Middlesex South Registry of deeds as Plan No. 45 of 2001, Document No. 188, at Book 32240, Page 23, which parcels are described as follows:

Parcel No. C-232D-B:

Said Parcel No. C-232D-B as shown on said plan is further bounded and described as follows:

Beginning at a point designated as "P1140" which is about thirty-two (32) feet more or less southeasterly of the center line of Cameron Avenue and about fifty (50) feet northeasterly of the center line of Massachusetts Avenue;

Thence running N 39° 23' 37" E a distance of seventy-five and 10/100 (75.10) feet to a point designated at "P1133);

Thence turning and running S 85° 20' 48" E a distance of two hundred twenty-five and 90/100 (225.90) feet to a point designated as "P1141";

Thence turning and running S 49° 59' 07" W a distance of one hundred fifty-eight and 48/100 (158.48) feet to a point designated as "P1142";

Thence turning and running S 4° 59' 07" W a distance of one hundred seven and 48/100 (107.48) feet to a point designated as "P1143";

Thence turning and running N 40° 00' 53" W a distance of two hundred twenty-one and 00/100 (221.00) feet to the point of beginning designated as "P1140".

Said Parcel No. C-232D-B contains twenty-six thousand eight hundred fifty-eight (26,858 S. F.) square feet of land, more or less as shown on the plan heretofore mentioned.

Parcel No. C-232D-C:

Said Parcel No. C-232D-C as shown on said plan is further bounded and described as follows:

Beginning at a point designated as "P1143" which is about two hundred and fifty three (253) feet southeast of the center line of Cameron Avenue as measured along the

northerly line of Massachusetts Avenue, and fifty (50) feet generally northerly from the center line of Massachusetts Avenue:

Thence running N4° 59' 07" E a distance of one hundred seven and 48/100 (107.48) feet to a point designated as "P1142";

Thence turning and running N 49° 59' 07" E a distance of fifty-nine and 00/100 (59.00) feet to a point designated as "P1148";

Thence turning and running S 4° 59' 07" W a distance of one hundred thirteen and 14/100 (113.14) feet to a point designated as "P1147";

Thence turning and running S 40° 00' 53" E a distance of ninety-nine and 77/100 (99.77) feet to a point designated as "P1146";

Thence turning and running S 4° 59' 07" W a distance of sixteen and 97/100 (16.97) feet to a point designated as "P1145";

Thence turning and running S 49° 59' 07" W a distance of forty-three and 00/100 (43.00) feet to a point designated as "P1144";

Thence turning and running N 40° 00' 53" W a distance of One Hundred fifteen and 77/100 (115.77) feet to a point designated as "P1143".

Said Parcel No. C-232D-C contains ten thousand seven hundred and eighty-even (10,787 S.F.) square feet of land, more or less, as shown on the plan hereinabove mentioned.

For title, see deed from John F. O'Brien to the West End Street Railway Company, dated November 11, 1896, recorded with Middlesex South District Registry of Deeds at Book 2515, Page 513. See also deed from the West End Street Railway Company to the Boston Elevated Railway Company dated June 9, 1922, recorded with said Deeds at Book 4519, Page 481. Chapter 544 of the Acts of 1947 provided for the creation of the Metropolitan Transit Authority (M.T.A.) and the acquisition and operation by it of the entire assets, property and franchises of the Boston Elevated Railway Company; and then by virtue of Chapter 563 of the Acts of 1964, the Metropolitan Transit Authority was abolished and the Massachusetts Bay Transportation Authority (M.B.T.A.) was created and succeeded to all of the personal and real property of the M.T.A. See also deed from the M.B.T.A. to the City of Cambridge, dated January 12, 2001, recorded with Middlesex South Registry of Deeds at Book 32240, Page 24, and plan entitled "Land Disposition Plan, City of Cambridge, Massachusetts (Middlesex County)", Plan No. 54390, Sheet 1 of 1, as prepared by Sverdrup & Parcel and Associates, Inc., dated April 2, 1982, recorded with said Deed as Plan No. 45 of 2001, Document No. 188, at Book 32240, Page 23.

APPENDIX 3

**CITY MANAGER'S LETTER OF FEBRUARY 1, 2002 TO TROLLEY SQUARE
STUDY COMMITTEE**

APPENDIX 4

TROLLEY SQUARE STUDY COMMITTEE RECOMMENDATIONS

APPENDIX 5

CURRENT INCOME GUIDELINES

City of Cambridge Community Development Department

Housing Division

Effective February 20, 2003

Federal, State and Cambridge Income Limits for Housing Programs

| Household Size | 50% of Median | 80% of Median | 100% of Median |
|-----------------------|----------------------|----------------------|-----------------------|
| 1 person | \$28,300 | \$43,850 | \$56,600 |
| 2 persons | \$32,300 | \$50,100 | \$64,600 |
| 3 persons | \$36,350 | \$56,400 | \$72,700 |
| 4 persons | \$40,400 | \$62,650 | \$80,800 |
| 5 persons | \$43,650 | \$67,650 | \$87,300 |
| 6 persons | \$46,850 | \$72,650 | \$93,700 |
| 7 persons | \$50,100 | \$77,650 | \$100,200 |
| 8 persons | \$53,350 | \$82,700 | \$106,700 |

APPENDIX 6

LIST OF COMMUNITY GROUPS

This list is not an exclusive list of possible resources for the tenant of the community non-profit or retail space. Developers are encouraged to seek out other groups in determining the use and funding for this space.

North Cambridge Arts (NocA)
KD Mernin (Chair): 617-538-4353
www.noca-arts.org

APPENDIX 7

APPLICATION FORMS

APPLICATION FORM

FORM #1: Project Summary

FORM #2: Development Team Information

FORM #3: Development Pro Forma
(with Construction Cost Detail)

FORM #4: Operating Pro Forms:

1. Rental Housing Operating Pro Forma
2. Condominium Operating Budget
3. Retail or Community Space Operating Pro
Forma

FORM #5: Development Schedule

FORM #6: Use Restriction Statement

FORM #2: DEVELOPMENT TEAM INFORMATION

Please provide name, firm, address, and telephone, fax, email
(please type or print clearly)

Developer:

Tax ID#:

Architect:

Consultant:

Contractor:

Engineer:

Attorney:

Property Manager:

Other:
(please describe)

FORM #3: DEVELOPMENT PRO FORMA

FORM #4: OPERATING PRO FORMAS

FORM #5: DEVELOPMENT SCHEDULE

| | <u>TASK</u> | <u>DATE</u> |
|----|--|-------------|
| 1. | <u>Project Financing</u> | |
| | A. Secure Construction Financing Commitments | _____ |
| | B. Secure Permanent Financing Commitments | _____ |
| | C. Secure Subsidy Commitments | _____ |
| 2. | <u>Design</u> | |
| | A. Complete 50% Design Development Plans | _____ |
| | B. Complete Working Drawings and Specifications | _____ |
| 3. | <u>Community Review & Public Approvals</u> | |
| | A. Hold First Community Review Meeting | _____ |
| | B. Complete Community Review Process | _____ |
| | C. Submit Building Permit Application to City | _____ |
| | D. Secure Building Permit | _____ |
| 4. | <u>Affordable Housing Trust Final Project Review</u> | |
| | A. Submit final financing and subsidy commitments and final design to Trust for Final Project Review | _____ |
| 5. | <u>Construction</u> | |
| | A. Solicit Construction Bids | _____ |
| | B. Sign Final Contract with Builder | _____ |
| | C. Start Construction | _____ |
| | D. Construction 50% Complete | _____ |
| | E. Completion of Construction | _____ |
| | F. Obtain Certificate of Occupancy for all Units | _____ |

FORM #6: USE RESTRICTION STATEMENT

As a condition of receiving land from the Cambridge Affordable Housing Trust, I, _____, agree to enter into an Affordable Housing Covenant and other such documents required by the Trust, which will: 1. require the housing units to be developed on the land to be rented only to income-eligible households in accordance with established City priorities, or sold with resale restrictions only to income-eligible households chosen by the City of Cambridge through its Community Development Department in accordance with established City priorities, and, 2. ensure that the property is used for a permanent public benefit.

Additionally, I understand that the portion of the site designated as open space will be conveyed or leased back to the City for development and use as public open space.

Applicant

Date